



FOR IMMEDIATE RELEASE

July 11, 2006

FACT SHEET

**MAYOR SANDERS, POLICE CHIEF ANNOUNCE CITY'S
COMPREHENSIVE POLICE RECRUITMENT AND RETENTION PLAN**

*City Fiscal Reforms Mayor's Top Priority; Salary and Benefits Study
Will Lay the Foundation for Possible Salary Increases Next July*

Calling the loss of experienced police officers *a crisis* for our community, Mayor Jerry Sanders today introduced a Recruitment and Retention Plan designed to address the staffing shortages faced by the City's Police Department. The plan, which was authored by Police Chief William Lansdowne, was introduced as part of the Mayor's Public Safety Strategy which outlines the steps the City will take to effectively address natural and man-made disasters.

The Mayor has made it clear that fiscal and managerial reforms at City Hall are his priority this year and that the City is not in a position to offer any additional pay raises or benefits increases this year.

Because the Mayor understands the significance of the police staffing problem, he has asked that a comprehensive study on salary and benefits for police officers be expedited so that negotiations with the police union can begin in January 2007.

Background:

- Due to a variety of factors, some local in nature and others tied to national trends, the San Diego Police Department is faced with challenges on two fronts: the recruitment of new officers and the retention of tenured officers, some of whom are leaving the San Diego Police Department for other agencies in the region, with 212 others facing mandatory retirement under the City's DROP program.

- Nationwide and especially here in Southern California, there are more open law enforcement positions than there are qualified candidates. The demand is greater than the supply. As a result, the salary and benefits offered to candidates becomes increasingly important.
- Mayor Sanders and Chief Lansdowne have formulated a plan designed to maximize recruitment efforts so that the City's Police Academy operates as close as possible to capacity. The plan also sets forth a strategy to encourage current sworn officers to finish their careers with the San Diego Police Department.
- The City's current financial situation, combined with a lack of data on where City salaries and benefits fall within the region, has precluded the City from giving raises or benefit increases to employees during this contract year. As a result, officers have been required to pay a larger portion of their respective retirement contributions and healthcare costs. This has resulted in a decrease in "take-home" pay for police officers.

San Diego Remains One of the Safest Big Cities In America

City's Crime Rate at Half of 1992 Level

- San Diego residents have always been protected by one of the smallest police forces in the nation: roughly 1.6 police officers for every 1,000 citizens in our community. The City's commitment to community policing and the dedication of its law enforcement officers have helped reduce crime to historic lows.
- San Diegans were half as likely to be victims of crime in 2005 than they were in 1992. In 2005, an average 40 out of every 1,000 residents were crime victims. Residents were more than twice as likely to be crime victims in 1992, when the City had more than 100,000 fewer residents than today.

Recruitment Strategy Recommendations:

- Immediately launch a sophisticated, professional, cutting-edge recruiting program to compete with other agencies more effectively.
- Pay for all required equipment and uniforms for incoming recruits at the start of academy training.
- Maximize the SDPD's current recruiting system. This would include:
 - streamlining the application process
 - making immediate job offers to highly qualified applicants
 - facilitating out-of-state lateral transfers

Retention Strategy Recommendations:

- Move forward with the Mayor's proposal to conduct a comprehensive comparative salary and benefit study. The study would be completed by December 2006.
- During the contract negotiation process with the police union, address salary and benefit levels, including considering such things as healthcare coverage, as well as other economic and non-economic incentives, to become more competitive.
- Recognize and value existing employees. Increase internal communication efforts to better inform personnel on critical issues, such as the City's current financial situation, actions of the Mayor and Council and promotional opportunities within the Department.

Sanders Committed to Bettering Working Conditions at Police Department

Both the Mayor and the Chief have worked to address other issues to enhance the work environment of sworn officers. These include:

New Equipment:

- 4 Eurocopter A350 B2 helicopters outfitted with the latest surveillance and safety equipment
- 125 police cars and utility vehicles
- 55 BMW motorcycles

New Technology:

- New Smartphones
- Preparing for a September 2006 addition to the police academy of 4 state-of-the-art vehicle-training simulators

FY07 Budget Enhancements:

- Full funding of overtime pay
- Special pay
- Money for new technology
- Restoring 30 Police Service Officer positions
- Funding for 46 supplemental positions
- Increasing non-personnel expenses

Text of Email Sent to Police Officers by Mayor Sanders:

As cops, you're used to a straight-forward, no nonsense approach to the facts. So, instead of allowing others to communicate - and perhaps color reality, I thought it would be most helpful if you heard directly from me.

No one appreciates the outstanding work you do every day for this City more than I. My years spent as an officer and ultimately as Chief of the San Diego Police Department were the most rewarding of my life. I will always be proud to be associated with the San Diego Police Department.

I know the past few years have been difficult for you as police officers. I recognize that staffing numbers are problematic. In most cases, you have endured no increases to your pay or benefits, and in fact, many of you have seen a take-home pay decrease.

It was simply not financially possible for any employees, including our police officers, to receive pay and benefit increases this year. I wholeheartedly wish that the City's current financial situation could permit me to address this immediately, but that isn't possible.

However, we are working over-time to address our financial troubles and return our city to financial health. The City has commissioned a comprehensive compensation survey for pay and benefits. I have asked that the portion for the police department be completed no later than December. It is my intention to use the results of the survey as the basis for our negotiations with the police union and to re-enter negotiations as early as the beginning of next year. While I can make no promises, as the city's finances recover, we hope to be able to reward you with the pay and benefit increases you deserve. I do believe that there light at the end of the tunnel.

In the meantime, I ask you to remain a proud member of the San Diego Police Department.

I ask you to stick with me and your fellow officers. I ask you to stick with the department that trained you and to stick with our citizens, who need you. We need you to stay; we want you to stay.

This won't be a one way street. I will stick with you by enacting reforms at City Hall that return our City to financial health and ensure that we never find ourselves in the same situation again. And I will stick with you by completing the compensation survey and the negotiations in a timely manner.

You work for a great department. The outstanding career opportunities that have always been such a vital part of the San Diego Police Department are still present and thriving. The opportunities for advancement, promotion and specialized assignments remain very good. This is still the best police force in the region as you move up the line.

If you are considering leaving the department, I ask you to reconsider.

Like all of you, at various times during my career as a cop, I grew frustrated because I didn't think that those in positions of authority understood or respected what I did. At points, I didn't think that people valued my contributions to the City. I experienced some pretty bad times, including a few periods in which we were not given raises for a number of years.

I don't mean this as comfort, but as some of the old-timers will tell you, what you are experiencing today has all happened before. We managed to ride it out knowing that we were part of something bigger - that we worked for the best law enforcement agency in the region and the country. We got through it. Things worked themselves out. And I eventually realized what a mistake it would have been to make a short-sighted decision to leave the department mid-career.

There is no finer police department in this country. I'm proud to be your Mayor, and I look forward to working side by side with you in the future. Thank you.



**OFFICE OF MAYOR JERRY SANDERS
CITY OF SAN DIEGO**

MEMORANDUM

DATE : July 10, 2006

TO : Council President Peters
Members of the City Council

FROM : Mayor Jerry Sanders

SUBJECT: Sworn Recruitment and Retention Report

Among the recommendations contained in the Sworn Recruitment and Retention report is a request to augment funding to the San Diego Police Department's recruitment program. The report requests a minimum of \$225,000.00 additional annual funding which will augment the current program. The amount would include \$60,000.00 to \$75,000.00 for a recruiting consultant and an additional \$150,000.00 for advertising, print media, job fairs and travel among other outreach tools.

To effectively compete, the Department will require additional resources. The Mayor supports increasing the Department's recruitment budget for the coming fiscal year in the amount of \$250,000.00. It is recommended that these funds be transferred from the unappropriated reserves for this fiscal year. The Mayor and the Department will work with the Council and the Independent Budget Analyst to insure that this transfer request is docketed for consideration at the next available City Council meeting.

JS/jg

Cc: Ronne Froman, COO
Jay Goldstone, CFO
Andrea Tevlin, IBA

CITY OF SAN DIEGO

POLICE DEPARTMENT



SWORN RECRUITMENT AND RETENTION

July 11, 2006

SAN DIEGO POLICE DEPARTMENT
SWORN RECRUITMENT AND RETENTION

CONTENTS

CONTENTS.....	1
EXECUTIVE SUMMARY	2
I. RECRUITMENT.....	5
Current Marketing Practices	6
Testing and Background Process	7
II. RECRUITMENT SOLUTIONS	8
Identify Funding for Recruiting Program	8
Identify Funding for Equipment and Uniforms for Recruits	9
Maximize Current Recruiting System	9
III. RETENTION OF SWORN OFFICERS	11
Salary and Benefits	11
IV. RETENTION SOLUTIONS.....	13
Competitive Salary and Benefits	13
Employee Recognition and Increased Outreach which Values Employees	14
V. OVERSIGHT.....	15
VI. CONCLUSION.....	15

SAN DIEGO POLICE DEPARTMENT

SWORN RECRUITMENT AND RETENTION

EXECUTIVE SUMMARY

The City of San Diego has one of the most efficient and effective police departments in the County. San Diegans enjoy living in one of the safest large cities in the western region. That is due primarily to the hard work of the members of the San Diego Police Department. For the past two decades, the employees of the San Diego Police Department have been recognized nationally in a variety of areas including Neighborhood Policing and problem solving. Mayor Jerry Sanders and the leadership of the San Diego Police Department are committed to ensuring that the Department remains a solid organization---one which employees are proud to represent.

Traditionally, the San Diego Police Department has had little trouble attracting qualified police candidates. The Police Department has been able to stand on its national reputation as the premier agency in the region. In addition, the Department has always been able to offer opportunities for career advancement and development. Over the past several years, the ability to easily recruit qualified applicants has changed. Like other public safety agencies, the San Diego Police Department is now faced with a shrinking pool of qualified applicants and a much more competitive recruiting environment. This national trend coupled with the loss of experienced officers to retirement and other opportunities has led to a serious staffing issue within the SDPD.

Nationally, the law enforcement field is facing a unique challenge in the recruitment and retention of qualified law enforcement personnel. Due to factors such as the war in Iraq, changing demographics and a healthy job market, the demand for police services is increasing while the supply of qualified personnel is declining. Many organizations are competing for members of the same labor pool, not only in entry-level recruiting but also within experienced ranks. Finding and keeping these law enforcement professionals is a challenge being faced by nearly every jurisdiction in this country, and the City of San Diego is no exception. Compounding the issues for SDPD, the Department has experienced a higher than average loss of tenured officers to other agencies.

The current staffing challenge in the SDPD is the result of a variety of factors. In addition to national and statewide trends, some issues are unique to San Diego. This City's current financial situation, combined with a lack of data on where City salaries and benefits fall within the region, has precluded the City from giving raises or benefit increases to employees during this contract year. Over the past year, officers have been required to pay a larger portion of their respective retirement contributions. This, combined with increasing healthcare costs, has resulted in a decrease in "take-home" pay for all City employees.

While the City had not been able to directly respond to these monetary issues, both the Mayor and the Chief have worked to address other issues to enhance the work environment of sworn officers. The Department has focused efforts to secure necessary equipment to ensure continued safety for both officers and citizens throughout the region. Within Fiscal Year 2007, officers will be flying an entirely new fleet of helicopters. The first of four Eurocopter A350 B2 helicopters is being outfitted with the latest surveillance and safety equipment to assist in the mission critical operations of the Department. Additionally, significant improvements to the

SAN DIEGO POLICE DEPARTMENT SWORN RECRUITMENT AND RETENTION

Department's motive fleet operations over the last two fiscal years have resulted in the purchase of over 180 new vehicles, including 55 BMW motorcycles.

The Department also continues to seek the best technological advances to ensure the effectiveness of its officers. In November 2005, a pilot project was launched to determine the effectiveness of providing our officers hand-held pocket PC devices known as Smartphones. Even with limited distribution, these phones have already assisted field operations, most recently during the busy 4th of July weekend. In September 2006, the academy will begin using four state of the art vehicle training simulators. These simulators with 42 inch Plasma screen monitors will provide realistic scenario training for all officers.

Enhancements in the FY 2007 budget include fully funding overtime, special pays, and data processing expenses. In the past, these expenses were not fully funded. Historically, the budget was balanced only at the end of the fiscal year through salary savings from vacant positions throughout the Department. Additionally, this year's budget included restoration of 30 Police Service Officer positions, funding for 46 supplemental positions and increases in non-personnel expenses. These initial actions have been positive first steps in addressing short comings in both budget and infrastructure for sworn officers. It is now time to begin to address staffing.

Solutions to increased retention will require a commitment by both City government and the leadership of the Department to move toward ensuring that salary, benefit and opportunity levels at the SDPD are competitive with other local and regional agencies. However, salary alone is not adequate to keep employees long-term. As an organization, we acknowledge that recognizing employees for their contributions and demonstrating an appreciation for the value they bring will also have a positive impact on our retention efforts. This report is the first step in addressing the staffing issues currently confronting the Department. It contains an overview of the current situation and recommendations for change that will assist both the City and the Department in attracting and retaining qualified officers.

The following is a summary of the recommendations proposed in the Sworn Recruitment and Retention Report:

Recruitment

1. Identify funding to immediately hire a recruiting consultant to develop a sophisticated, professional, cutting edge recruiting program to compete with other agencies more effectively.
2. Pay for all required equipment and uniforms for incoming recruits at the start of academy training.
3. Maximize the SDPD's current recruiting system. This would include identifying key internal personnel to oversee Department recruiting efforts, continuing to streamline the application process, implementing procedures where immediate job offers can be

SAN DIEGO POLICE DEPARTMENT
SWORN RECRUITMENT AND RETENTION

made to highly qualified applicants, and exploring ways to facilitate out-of-state lateral transfers.

Retention

4. Move forward with the Mayor's proposal to conduct a comprehensive comparative salary and benefit study. During the contract negotiation process, address salary and benefit levels, including considering such things healthcare coverage, as well as other economic and non-economic incentives, to become more competitive.
5. Recognize and value existing employees. Increase internal communication efforts to better inform personnel on critical issues, such as the City's current financial situation, actions of the Mayor and Council and promotional opportunities within the Department.
6. Create an internal task force to ensure that the plan is implemented, the results are assessed and necessary adjustments made. This task force will include the Executive Assistant Chief of Police, the Police Organizational Effectiveness Division Manager, and the Police Human Resources Manager.

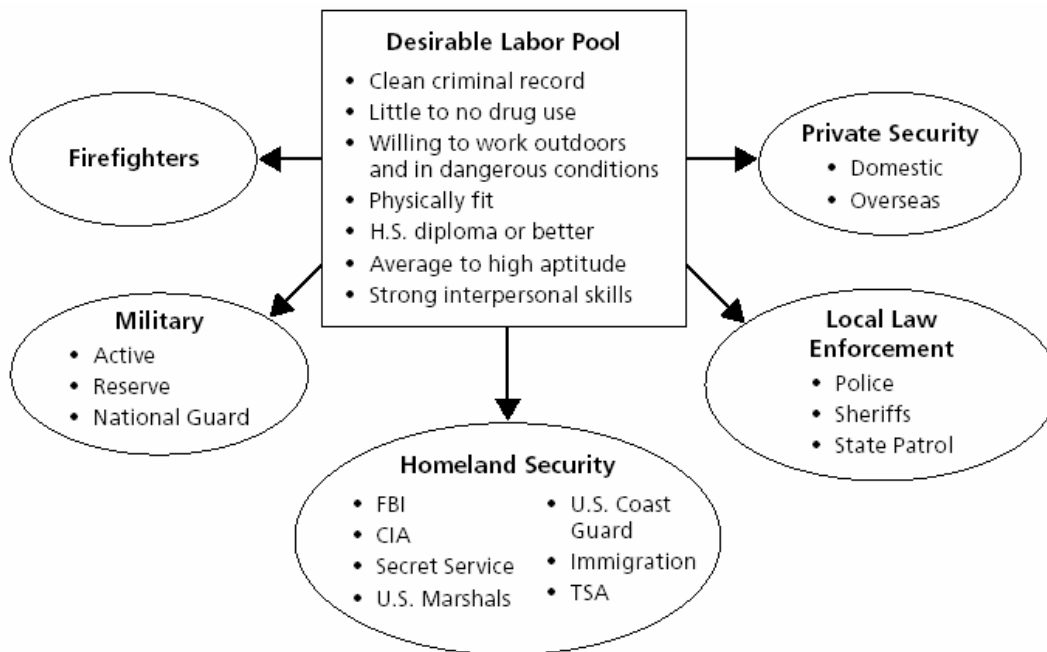
SAN DIEGO POLICE DEPARTMENT SWORN RECRUITMENT AND RETENTION

I. RECRUITMENT

Many factors influence the supply of candidates, including the regional and local unemployment rates, wages and benefits available, the popular image of the police, and state certification standards that may impede or facilitate entry into departments or movement between departments.

September 11, 2001 renewed our nation's support and appreciation for police and firefighters as heroic public servants. While these effects might be positive for police recruiting, police departments now have to compete for high-quality recruits that are in high demand by other government agencies with a role in national security and the growing number of private security contractors. Figure 1 highlights the qualities desired in the law enforcement labor pool, as well as the numerous organizations competing for these quality personnel.

Figure 1.



RAHD DP154-2

The challenge of recruiting quality candidates is not unique to the SDPD. Currently, there are approximately 250 to 500 police officer vacancies at various law enforcement agencies throughout San Diego County. Over the past several years, law enforcement agencies across the nation have also experienced difficulty in this area. One theory as to why this is occurring relates to generational differences. Studies show that today's young people do not necessarily find law enforcement to be an attractive job, much less a career. This combined with the fact that the nation's economy has been fairly strong, has created many other employment opportunities that compete with law enforcement jobs, particularly in the area of high tech.

SAN DIEGO POLICE DEPARTMENT SWORN RECRUITMENT AND RETENTION

The ultimate goal of the San Diego Police Department is to attract, recruit, hire, and retain a diverse workforce that reflects the community. An effective recruitment program should include the following key components: marketing, testing, and background investigations. Candidates are routinely eliminated from the process at any one of the stages for various reasons. The SDPD recognizes the need to develop a cutting edge, sophisticated, professional recruiting program that has dedicated funding and expertise.

Current Marketing Practices

The Recruiting and Background Unit currently recruits from the following areas: San Diego County, the Inland Empire, and South Los Angeles. This restriction limits access to sizable applicant pools present in large metropolitan areas located throughout California, Arizona and Nevada. Compounding the problem is the lack of a dedicated budget for marketing, a critical component to any successful recruiting program.

Funding for such things as career fairs, advertising and equipment has historically been extremely low when compared to other jurisdictions. Although the SDPD has a recruiting plan, it is extremely limited due to lack of funding and sophisticated expertise in the field. Outreach to the community is accomplished through free or low cost avenues, such as public service announcements, free news media, the Department's public website, local military bases, job fairs, etc. In addition, most recruiting efforts are limited to San Diego County.

SAN DIEGO POLICE DEPARTMENT
SWORN RECRUITMENT AND RETENTION

The following table compares recruiting and advertising budgets of several law enforcement agencies in the Southwest.

Table 1 – COMPARISON OF MARKETING BUDGETS				
	SWORN	TOTAL BUDGET	ADVERTISING BUDGET	RECRUITERS ASSIGNED TO UNIT
San Diego PD	1,948	\$25,000	Included in Total Budget.	1 Sgt. 4 Officers
Chula Vista PD	231	\$125,000 Unlimited Travel.	Included in Total Budget.	1 Full Time
Los Angeles PD	9,200	N/A	\$100,000 Events / Promotions \$12,000 Travel \$1.5 million Advertising.	1 Lt. 1 Sgt. 19 Officers
Los Angeles County Sheriff	8,600	\$450,000- \$500,000 Unlimited Travel.	\$250,000 for Advertising.	1 Sgt. 12 Officers
Riverside County Sheriff	2,125	\$125,000	Included in Total Budget.	4 Officers
San Diego County Sheriff	2,222	Unlimited Travel.	\$100,000 in FY06 for Advertising.	4 Officers
Las Vegas PD	2,600	Stated, "They just submit and it gets approved." Unlimited Travel.	N/A	1 Sgt. 4 Officers
Phoenix PD	2,933	\$250,000 \$20,000 for Travel.	\$200,000 for Advertising.	1 Sgt. 3 Officers

Testing and Background Process

The goal of the testing and background process is to identify individuals who will make good officers. In order to compete with other law enforcement agencies, it is critical that this process be as expeditious as possible. An agency with a slow or cumbersome testing and background process will lose quality candidates to other agencies. The Department recently re-engineered our testing and background process in order to improve and streamline it.

The first three phases of the testing and background process: the written exam, Physical Abilities Test (PAT) and Pre-Investigative Questionnaire (PIQ), are completed during a two-day testing block. The written test consists of multiple-choice questions designed to measure general aptitudes needed to be a police officer. The PAT is a timed obstacle course that simulates a suspect chase. The 500-yard course measures a variety of physical abilities necessary in police work. Successful candidates in the written and physical abilities tests then advance to a background investigation.

Background investigations are an important component of the hiring process. The investigation entails completing comprehensive searches of an applicant's personal, criminal, and employment history. Successful applicants are then subjected to polygraph examinations, medical and psychological evaluations, and personal interviews by police investigators.

SAN DIEGO POLICE DEPARTMENT SWORN RECRUITMENT AND RETENTION

As with the Department's testing component of the process, the Department's background component must also be expeditious to effectively compete with other agencies for qualified candidates.

The streamlined testing and background process is designed to ensure it is expeditious, applicant friendly, operationally sound, as well as in compliance with all P.O.S.T. requirements. As a result, the hiring timeline for recruits has been reduced from approximately 36 months in the year 2000 to approximately four to six months currently.

Several agencies within the county, as well as others throughout the Southwest, were recently contacted to ascertain the length of their respective testing and background processes. The timeline ranged from as little as two months to as long as nine months. The Department's hiring timeframe now appears to be consistent with other local and regional law enforcement agencies, but the Department will continue to look for areas of improvement.

II. RECRUITMENT SOLUTIONS

Identify Funding for Recruiting Program

It is recommended that the Department move forward in the development of a comprehensive recruiting program. Such a plan will require retaining an experienced consultant or professional marketing firm. Our recommendation is that a minimum of \$225,000 be identified annually to begin creating a successful recruiting program necessary to compete in today's market. This amount includes \$60,000-75,000 for a recruiting consultant and an additional \$150,000 for advertising (both television and radio), print media, mall posters, bus posters, billboards, job fairs and travel. However, it should be noted that this amount is an estimate and it will be the consultant who recommends what is needed for an effective recruitment campaign.

The marketing consultant should develop a quality marketing plan that encompasses the following:

- Establish reliable demographic information on acceptable candidates;
- Conduct in-depth assessment of competitive agencies and what each is offering new recruits;
- Review, adopt and implement best practices used in the most successful police agencies nationally;
- Hone the image and message of the Department to be delivered in the area of police recruiting to target audiences;
- Increase outreach to military bases, community/junior colleges, job fairs and out-of-state opportunities;
- Increase use of web-based outreach and web-based application process;
- Develop and implement an effective advertising campaign, again targeted at specific audiences; and,

SAN DIEGO POLICE DEPARTMENT SWORN RECRUITMENT AND RETENTION

- Continually assess results to ensure that the message and actions are resulting in securing high quality candidates.

Funding for Equipment and Uniforms for Recruits

Currently, recruits must pay for all uniform and equipment costs upfront before they enter the SDPD academy. However, after their first year of service they receive a full uniform allowance to cover the equipment they have already purchased. It is recommended that this uniform allowance be provided to all recruits as soon as they are admitted into the academy. Currently, the cities of Chula Vista, Escondido and La Mesa provide all necessary equipment and uniforms to their incoming recruits at the outset of their academies. In order to compete with these other agencies, it is important that the City provide this same benefit to our incoming recruits. Although this step may seem somewhat insignificant given the enormity of the problem, it is nonetheless an important step in becoming competitive with other law enforcement agencies.

Maximize Current Recruiting System

It is the Department's intent to continue aggressively recruiting until a more sophisticated, professional program can be funded and implemented. Therefore, the Department will identify key personnel to ensure we maximize our present efforts.

The Department understands the importance of getting qualified candidates committed to the SDPD as soon as possible. With this goal in mind, the Department will continue to streamline the current application process to move applicants quickly from application to testing to background check to employment with the Department. The Department will also explore the possibility of implementing procedures where immediate job offers can be made to highly qualified applicants and hiring them in law enforcement related jobs, such as Police Service Officers, while they complete the testing and background process.

Another strategy to maximize our current efforts is exploring ways to facilitate the out-of-state lateral transfer process. Currently, lateral transfers from out-of-state must complete the California P.O.S.T. academy and start as a police recruit, with respect to salary. We propose that an out-of-state applicant be compensated at either a PO-I or PO-II level, depending on experience, as they complete the necessary P.O.S.T. requirements. This will require approval from the Civil Service Commission.

The Recruiting and Background Unit has also been negotiating with local U.S. Marine Corp bases to offer tests to military personnel on government property. This is anticipated to begin in August 2006. We are attempting to gain access to military personnel from all branches as they prepare to leave military service. In some cases, that access may be in the form of e-mails or other correspondence while they are deployed overseas.

SAN DIEGO POLICE DEPARTMENT

SWORN RECRUITMENT AND RETENTION

The following is a rough timeline for implementation of the recruitment plan:

1. Continue Aggressively Recruiting Through Current System

July 2006 – Identify key personnel to maximize current efforts and put the recruiting team in place.

- Identify the necessary staff to handle recruiting and background investigations in anticipation of increased numbers of applicants. **July 2006**

July 2006 – Hire highly qualified applicants prior to formal job offer as police officer. Place hired applicants into law enforcement-related positions, such as, PSO or Investigative Aides, as they continue to progress through the hiring process.

- Determine how many positions available for temporary placement. **July 2006**
- Determine stage of background process where applicant could be eligible. **July 2006**
- Conduct legal analysis of making interim job offers to police officer applicants. **August 2006**

July 2006 – Identify individual incentives, conduct cost analysis, and identify funding sources.

July 2006 – Produce Mayor video to all members of the Department.

Aug. 2006 – Enhance liaisons with local military and college campuses.

2. Enhanced Recruiting Program

Aug. 2006 – Retain professional marketing consultant.

- Compare the Department's marketing plans to other similar sized agencies. **August 2006**
- Conduct advertising needs assessment. **August 2006**
- Establish marketing costs. **August 2006**
- Implement an aggressive advertising campaign. **October 2006**
- Sustain advertising campaign cycles. **Ongoing**
- Review effectiveness of advertising campaigns and revise bi-annually. **Beginning January 2007**
- Establish Departmental marketing budget to continually meet marketing needs. **July 2007**

SAN DIEGO POLICE DEPARTMENT

SWORN RECRUITMENT AND RETENTION

III. RETENTION OF SWORN OFFICERS

As with most agencies, a large percentage of San Diego's senior officers are approaching retirement age. While retirement is one reason SDPD is losing experienced officers, the Department is seeing an unacceptable number of seasoned officers leave for other agencies. Among the issues cited by officers leaving the Department are: high cost of living; salary and benefits; increasing healthcare costs; the current City fiscal crisis; and, an atmosphere of uncertainty created by the first two factors, combined with a lack of confidence that things will improve in the foreseeable future.

Solutions to increased retention are much more complex and will require a commitment by both City government and the leadership of SDPD to move toward ensuring that salary, benefit and opportunity levels at SDPD are competitive with other local and regional agencies. It must also be acknowledged that salary alone is not adequate to keep employees long-term. As an organization, we acknowledge that recognizing employees for their contributions and demonstrating an appreciation for the value they bring is likely to have a positive impact on our retention efforts.

Salary and Benefits

Over the past year, the primary reason given by officers leaving the Department for other agencies is pay and benefits. Pay freezes, increases to employee retirement contributions, along with increases in the cost of healthcare benefits have all contributed to the Police Department becoming less competitive with other law enforcement agencies in the region. Further exacerbating the problem is the high cost of housing in the San Diego area.

Based on population, the City of San Diego is the largest municipality within San Diego County and is the second largest in California. In comparing salaries among the twelve County law enforcement agencies, San Diego Police Department ranks tenth. The Department ranks sixth in salary and total compensation when compared to ten cities within the Southwest. The following tables show a comparison of salaries and benefits with other agencies in the county and with agencies throughout the Southwest.

While a detailed comparison of salary and benefit levels of local and regional agencies is beyond the scope of this report, some data is available that is illustrative of general salary levels. The Mayor is currently in the process of conducting a comprehensive salary and benefit assessment, which will be completed later this year. That study will also thoroughly analyze each agency's retirement benefits package to determine what benefits are included and determine the total value of each. The charts below only indicate whether an agency picks up all or some of an employee's retirement contribution. For the purposes of this report, the following information offers some general ideas of salary levels in the region.

**SAN DIEGO POLICE DEPARTMENT
SWORN RECRUITMENT AND RETENTION**

Table 2 – SAN DIEGO COUNTY LAW ENFORCEMENT SALARY COMPARISON							
	Police Officer / Agent Top Salary	Sergeant Top Salary	Longevity Pay	Employer Retirement Contribution	Annual Uniform Allowance	Annual Emp / Fam Health Insurance	Provided Equipment
SDDA Inv.	\$76,835	\$97,968	No	Varies by Age	No	\$3,600-\$6,588	All
Murietta PD	\$73,087	\$85,771	No	All	\$1,800	Employee + Family	None
Oceanside PD	\$71,076	\$89,668	No	All	\$675	\$545 a month	None
El Cajon PD	\$71,000	\$85,000	No	All	\$675	N/A	Some / Laterals All
Chula Vista PD	\$70,488	\$89,294	5% over base	All	\$375	Employer Paid	All
San Diego SO	\$69,989	\$78,609	No	Varies by Age	\$725	Varies	All
La Mesa PD	\$69,984	\$85,632	No	All	\$700	\$5,520	Recruit Uniforms Only
Carlsbad PD	\$68,302	\$83,026	No	Some	\$650	\$2,364-\$4,164	All
Escondido PD	\$68,254	\$90,177	5% +10yrs	All	\$700	\$759 Family \$537 Emp+1	All
San Diego PD	\$67,204	\$81,619	No	Some	\$900	\$5,575	Some
Hemet PD	\$64,704	\$91,740	No	All	\$1,150	Employer Paid	Most/No Footwear
Riverside SO	\$64,020	\$96,636	No	Some	No	Employee + Family	Most/No Footwear

**SAN DIEGO POLICE DEPARTMENT
SWORN RECRUITMENT AND RETENTION**

Table 3 – SOUTHWEST REGIONAL LAW ENFORCEMENT SALARY COMPARISON						
	Police Officer / Agent Top Salary	Sergeant Top Salary	Longevity Pay	Employer Retirement Contribution	Annual Uniform Allowance	Annual Emp / Fam Health Insurance
San Jose PD	\$86,091 FY 07 \$91,000	\$99,674 FY 07 \$105,352	No	Some	\$675	\$7,797
San Francisco PD	\$83,356	\$96,798	2% 23+ yrs	Some	\$750	\$7,478
Los Angeles PD	\$76,546	\$95,025	10-14 \$1,984 15-19 \$3,988 20+ \$5,972	Some	\$925	\$7,699
Las Vegas, NV PD	\$72,571	\$84,951	5%+10yrs	All	\$1,675	\$8,439
Austin, TX PD	\$72,361	\$85,969	\$96 yr w/max \$1,750	Some	\$500 for plain clothes off.	\$6,014
San Diego PD	\$67,204	\$81,619	No	Some	\$900	\$5,650
Reno, NV PD	\$60,443	NA	5% to 12.5% max @25yrs	All	\$1,200	\$9,431
Phoenix, AZ PD	\$58,531	\$69,992	\$80 @7 yrs max \$2,240 \$125 @20 yrs max \$4,000	Some	\$1,120 \$320 for plain clothes off.	\$7,938
Tucson, AZ PD	\$57,450	\$69,826	No	Some	\$420 maint. + \$640 equip. maint.	\$7,045
San Antonio, TX PD	\$51,348	\$62,364	3% @5 yrs max 30 yrs	Some	\$480	\$6,175
Albuquerque, NM PD	\$43,826	\$53,248	4-20+ yrs \$593-\$10,660	Some	No	\$5,670

IV. RETENTION SOLUTIONS

Competitive Salary and Benefits

As part of his overall restructuring of the City's finances, the Mayor is in the process of completing a comprehensive study of pay and benefits of City employees. The police portion of that study has been expedited and will be complete prior to successor contract negotiations in January 2007. The scope of this study will include an in-depth assessment of the current salaries and benefits for Department employees and how those compare with other agencies/jurisdictions. While City staff is still working with the Police Officers Association (POA) and the consultant on finalizing the scope, other areas that may be reviewed include:

- Comparison of starting base pay by classifications, "steps" within each police classification and the length of time and requirements to reach each "step";
- Comparison of other specialty pays within each classification series and quantify the number of employees receiving such "add-ons";

SAN DIEGO POLICE DEPARTMENT SWORN RECRUITMENT AND RETENTION

- Identify the type of benefit program (i.e., cafeteria, health and life only) offered to police classifications and all health care options (including plan sponsor if other than employer, plan type and general plan design – HMO/PPO/POS, deductibles and/or co-pays for office visits, prescriptions, hospitalization) and the cost for each plan available to a single employee, employee and one dependent, and employee and family reflecting employer and employee share of the cost by plan;
- Comparison of employer and employee contributions for other benefit programs such as retirement, non-industrial disability programs or other fringe benefits;
- Comparison of “take-home” pay (salary, out of pocket health care cost, retirement contributions, etc.) to get “net pay” by classification;
- Comparison of any pay/benefit increases in the next five years (by month/year).

While recognizing that it would be premature to recommend any changes to salary or benefits prior to the completion of this assessment, both the City and the Department acknowledge that in order to effectively recruit and retain officers it will be necessary to have salary and benefit packages that are competitive with other regional law enforcement agencies. This study will be a critical component of meeting that goal. The scope of this study is being finalized, a consultant has been identified and the study is on track to be complete prior to successor contract negotiations with the POA.

Employee Recognition and Increased Outreach which Values Employees

Another critical step in addressing the Department’s retention issue is an acknowledgement that employees are concerned with more than salary and benefit levels. While it is understood that salary and benefits are an integral part of a successful officer retention program, it is widely accepted¹ that one of the most effective ways for an organization to retain staff is to ensure that its employees feel valued. Salary alone is not adequate to keep employees long-term. As an organization, we acknowledge that recognizing employees for their contributions and demonstrating an appreciation for the value they bring is likely to have a positive impact on our retention efforts.

The Mayor has already begun the outreach process via meetings and targeted videos. In the coming months, his office will be stepping up efforts to further improve direct communication with Department employees. Department leadership is also committed to increasing its efforts to communicate and demonstrate to our officers that they are valued employees of the City of San Diego. The City needs to communicate in the strongest possible terms its support for officers currently working at the SDPD and the City’s desire that they remain here.

¹ Executive Update, Straight Talk, Issue – July 2001; Retention Connection, Five Principle Reasons People Change Jobs, Retention Connection Website; Leigh Branham, The 7 Hidden Reasons Employees Leave, (New York: American Management Association, 2005), 19; E. Stewart Hickman, “Hiring and Retaining Top-Performing Employees”, American Society for Training and Development – Info-Line, (November 2000), 9.

SAN DIEGO POLICE DEPARTMENT SWORN RECRUITMENT AND RETENTION

V. OVERSIGHT

Oversight of the implementation of both the recruitment and retention plans will be critical. It is recommended that the Department create an internal task force dedicated to recruitment and retention. This task force will be charged with ensuring that the plan is implemented, the results are assessed and necessary adjustments are completed. This task force should include, at a minimum, the Executive Assistant Chief of Police, the Police Organizational Effectiveness Division Manager, and the Police Human Resources Manager.

VI. CONCLUSION

San Diego's current recruitment challenge is not unique. Public Safety agencies at the state, local and federal level are all having difficulty in their efforts to recruit qualified individuals. This is an issue of supply and demand. The demand for quality law enforcement personnel has never been higher. At the same time, changing demographics, a booming job market and other factors have shrunk the pool of applicants. The competition for these individuals is fierce and the Mayor and the Department recognize that San Diego must step up its recruiting efforts in order to effectively compete.

Demographics are also playing a role in retention of sworn personnel. Many of the officers in the "baby boom" generation are retiring. While San Diego is not unique in losing officers to retirement, a number of other factors are impacting the San Diego Police Department's ability to retain experienced sworn personnel. As with recruitment, the Mayor and the Department take this situation seriously and are committed to retaining the valuable employees currently employed by the Department.

This report offers some proposals that will begin to address and correct some of the staffing problems currently facing the Department. It should not be viewed as exhaustive. By its very nature, this plan is an evolving document. Some of the recommendations can be implemented very quickly. An integral part of some of the long-term goals is the completion of the comprehensive salary and benefit study. Many of the recommendations that may flow from this process will require further investigation prior to implementation.

Critical to any changes being implemented will be cooperation between the City and the Police Officers Association (POA). As stated at the outset, the Mayor and the Chief of Police are committed to maintaining and enhancing the reputation of the SDPD as an organization that officers are proud to represent. Both are committed to ensuring that the salaries and benefits offered to San Diego's officers are competitive with other agencies in the region. While that commitment will remain strong, that commitment alone will not accomplish the goals absent the cooperation of the POA. Both the Mayor and the Department leadership stand ready to work with the POA to ensure that the San Diego Police Department continues to operate effectively while creating a system that accommodates sustainable growth for current and future Department employees. This report is the first step in that process.